

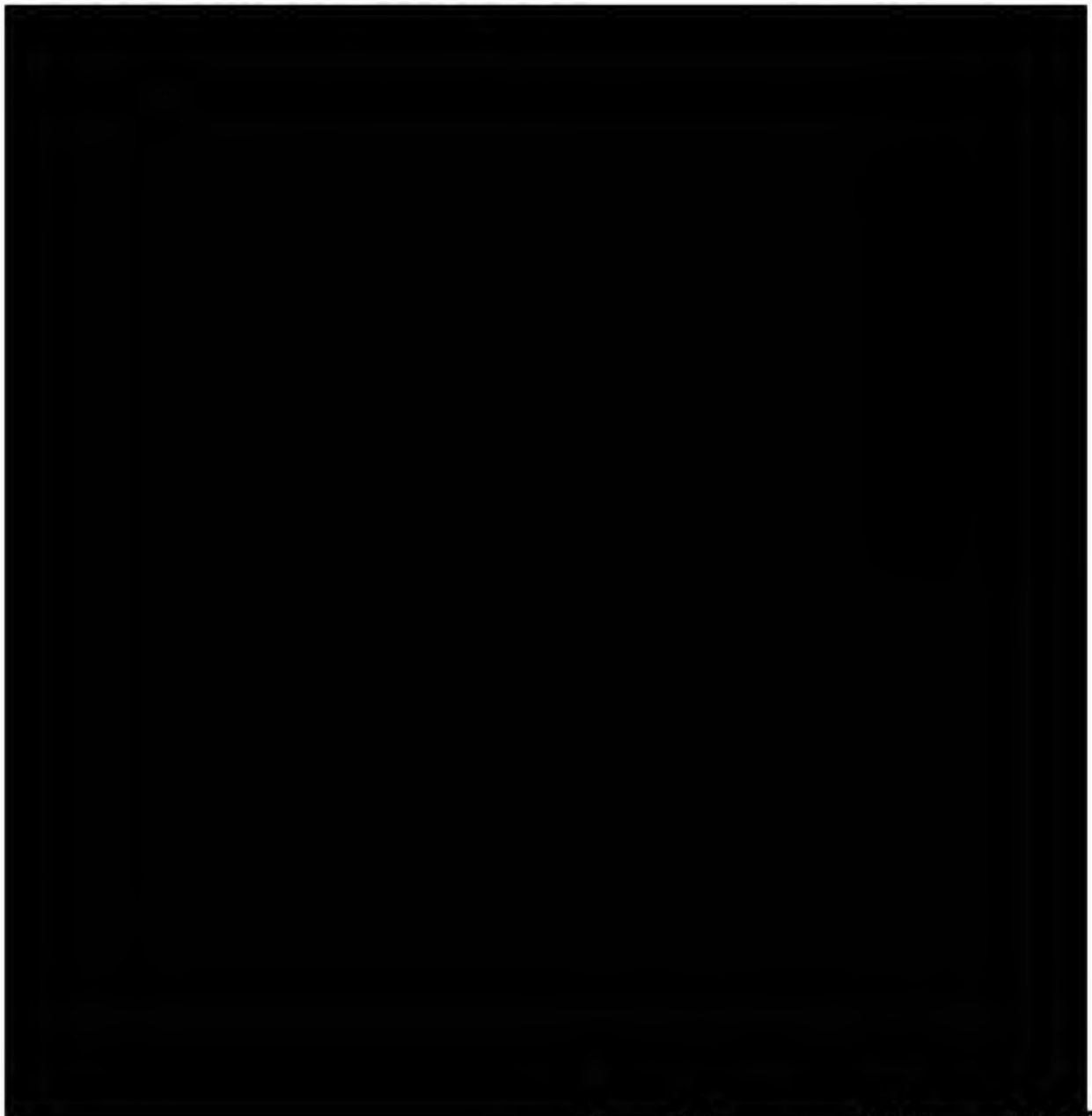
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EXCERPTS FROM MINUTES OF DCI STAFF CONFERENCES

From Minutes of DCI Staff Conference

9 July 1951

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Board had been able to go to [REDACTED] DCI doubted the value of a visit [REDACTED] but did feel that members of the Board of Estimates should get to the field more often. DCI directed Mr. Reber to work out tentative program and stated that we should [REDACTED] meeting their requirements whenever we could, indirectly benefiting from additional training for our area and functional specialists.

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From Minutes of DCI Staff Conference

17 September 1951

3. Mr. Dulles mentioned the memorandum prepared by the Director of Training in regard to a Career Corps. The Director stated that he did not want to bring up a small elite corps but did want, eventually, to place all personnel in CIA except clerical personnel, on a career basis. In this way personnel would be so trained that they would become interchangeable with, of course, certain exceptions in specialized categories. The Director stated that General Davison and Colonel Baird should proceed with the implementation of the proposals for a Career Corps, calling upon such personnel as necessary from the various offices.

From Minutes of DCI Staff Conference

10 December 1951

5. Disabled Personnel

Mr. Kirkpatrick stated that Mr. [REDACTED] Far East, was very ill and had to be flown back from the Far East . . . .

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In connection with the discussion of the foregoing matter, the Director indicated that CIA personnel abroad who became disabled in line of duty should be taken care of, as they would be were they in the military service. In response to a question from the Director, Mr. Wolf indicated that no legislation was needed at present to accomplish this. In answer to a question from Mr. Carey, the Director indicated that this should apply where the disability was incurred in line of duty whether or not it resulted from enemy action.

10. Career Service

Colonel Baird indicated that were General Davison present he would raise a question as Chairman of the Career Service Committee. There appeared to be some confusion among members of the various working committees as to whether or not they represented their respective offices or the Agency as a whole. The Director stated that such representatives represented the special interests of their respective offices but that it

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would be necessary to make a rational adjustment of these interests in any CIA-plan, giving due regard to the special interests of each. It would be necessary to come out with an Agency plan, which could not be varied from office to office irrespective of special interests.

From Minutes of DCI Staff Conference

17 December 1951

I Problems Incident to Agency Expansion

Mr. Wolf noted that the rapid expansion of the Agency in recent months, as to which he gave some figures, raised a number of problems. He posed the following questions:

- a. Are people being subjected to too many moves?
- b. Are we creating morale problems by bringing in so many new people, above and below longer term employees?
- c. Is the CIA personnel turnover too large?
- d. Generally, is our expansion too rapid?

The Director commented that the answer to the fourth question posed by Mr. Wolf was, "Yes". He stated that it would be the policy of this Agency to go slow on expansion and to insist on high quality in personnel. He preferred to have the Agency understaffed, rather than to have the wrong kind of people working for it. This would require very careful selection of personnel, with an effort to secure people prepared to stay for some substantial period of time.

The Director also commented that he was not satisfied with current forecasts of future expansion. In some cases, these would have to be reduced as much as one-half to two-thirds.

General Davison commented briefly on the CIA personnel turnover rate, noticing that it was somewhat lower than a number of other Government agencies and that it had been substantially reduced in recent months. The Director commented that he would be content to see a larger turnover rate if it was the result of a purge of the unfit. He did not feel that there was any necessity for slowing down the employment of new personnel, so long as standards were raised. That, in itself, would accomplish the desired result.

From Minutes of DCI Staff Conference

21 January 1952

I Personnel Requirements

The Director read portions of a memorandum submitted by the Acting Deputy Director (Administration) concerning departmental positions and present authorized tables of organization. The Director then stated that:

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- a. He had agreed and in fact asked the Bureau of the Budget to reduce by 1,177 our departmental positions for fiscal year 1953.
- b. It was not possible for us to recruit qualified personnel to fill presently authorized T/O's even with the above reduction.
- c. He desired that T/O's for fiscal year 1953 not be filled, since such increase would prevent our being sufficiently selective and gave a firm figure of the number of departmental and field personnel which would not be exceeded.
- d. It might be possible for a few of the smaller offices to exceed 1953 personnel estimates. However, in order to insure that we remain within the over-all Agency limitation discussed in c above, and, at the same time, expand in such a way that our whole program does not become unbalanced, it will be necessary to carefully scrutinize all requests for increases and, in general, any increase authorized for one segment of the Agency must be offset by a corresponding decrease elsewhere.
- e. As a result of his stated policy on over-all personnel strength, it would be necessary for the Agency as a whole to adjust our product as our personnel strength would permit, and we would have to "cut the cloth to fit the pattern".
- f. ". . . . ."
- g. With very few exceptions an individual coming to work for this organization must expect transfers to other offices and also overseas assignments and further that he did not approve of our people being referred to as employees and possibly they should be called officers.
- h. Personnel sent overseas would be assured of a position upon return and in fact such overseas service in a great many instances might well be a prerequisite for promotion.

From Minutes of DCI Staff Conference

26 May 1952

4. Medal for Freedom

The Director stated approval had been received for CIA to request the Secretary of Defense to award the Medal for Freedom to selected individuals on our recommendation. In this connection, he noted that steps were being taken to get approval for a CIA medal which would be awarded to selected military as well as civilian personnel assigned to this Agency.

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From Minutes of DCI Staff Conference

2 June 1952

7. Career Service Committee

Colonel Baird noted that Mr. Wolf had been appointed Chairman of the Career Service Committee, vice General Davison.

From Minutes of DCI Staff Conference

11 August 1952

1. Mr. Wolf's Trip.

Mr. Wolf briefly discussed his trip to Europe and the Near East. His general impressions: that CIA field personnel are notably superior to those of other agencies except in maturity; that they are too isolated from Headquarters thinking; that this situation can be improved through more consultation and rotation, and more visits from Headquarters; that channels of communication remain a major problem. He commented with favor on communications construction work now going on in the field.

2. Organization and Personnel

a. The Director stressed the need for continuing to improve the quality of CIA personnel. He stated that it would become increasingly difficult to get into CIA and to stay in because we will maintain the highest standards of mental and physical competence. Adherence to such standards may leave the Agency in a tighter personnel position which will compel it to trim projects to fit capabilities.

b. The Director stated also that the accepted rotation and career service principles must be put into effect and that career positions should increasingly be filled from within the ranks of the Agency. As to rotation between the field and Headquarters, where this could not be accomplished without loss of efficiency, field personnel would be recalled for periods of consultation with Headquarters.

f. Mr. Becker reported closer collaboration between operations and intelligence at Headquarters, citing exchange of personnel between these areas, and expressed his own wish to have intelligence personnel do tours of duty in operations.

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From Minutes of DCI Staff Conference

27 October 1952

1. Personnel

The Director, mentioning that the Agency had recently experienced some difficulties in various parts of the world, remarked that these difficulties stemmed, by and large, from the use of improperly trained or inferior personnel. He stated that until CIA could build a reserve of well-trained people, it would have to hold its activities to the limited number of operations that it could do well rather than to attempt to cover a broad field with poor performance. He reminded the meeting that the Agency's primary mission was intelligence and that he would do nothing that militated against accomplishing this objective. He also noted that the difficulties resulted in part from poor security practices, pointing up the need for greater and continuing emphasis on security.

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